

*Do you have  
what it takes  
to wear  
the diamond?*

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# The NCO Journal

Spring 96

A Quarterly Forum for Professional Development

# The NCO Journal

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COL Robert L. Jordan, Jr.  
Commandant, USASMA

CSM Robert T. Hall  
Command Sergeant Major

Jim Collins Managing Editor,  
Layout & Design

MSG Gabe Vega Graphics  
SSG David Abrams Senior Journalist  
PFC Glenn Dennard Illustrator

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**Letters:** Letters to the editor must be signed and include the writer's full name and rank, city and state (or city and country) and mailing address. Letters should be brief and are subject to editing.

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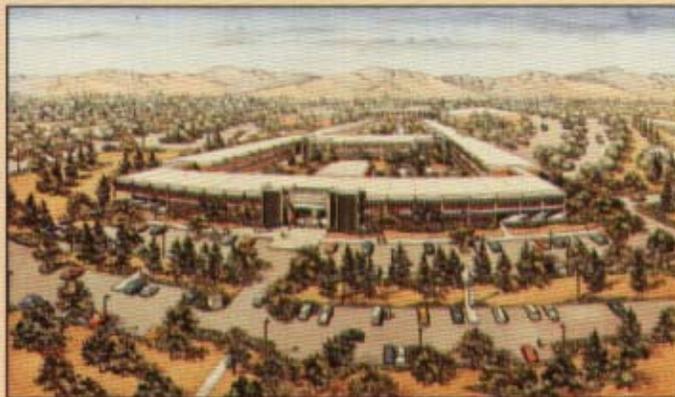
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## On the Covers

Front: Front cover photo by SSG David Abrams. Graphics, page 11, by MSG Gabe Vega.

### E-6s To Quit Barracks

Army staff sergeants living the bachelor life in the barracks won't have to put up with loud music, community latrines or cramped living areas after July when a provision in the 1996 defense authorization bill gives them the option of moving into off-post housing.

Effective July 1, E-6s in all branches of the service will be able to choose whether to remain in substandard bachelor quarters or seek other living arrangements more suited to their lifestyles. More than 1,000 Army staff sergeants are expected to take advantage of the budget bill's provision, which also allows them to draw housing allowance without their commander's approval.

Until now, only unmarried E-7s and above, as well as officers, had the right to decide whether or not they would live in bachelor quarters. Unmarried E-6s and below needed their commander's permission to move off-base and receive housing allowances. ■

### Joint Venture Part of Force XXI

Training and Doctrine Command, in an effort to build a 21st-century fighting force, has started a program called Joint Venture which coordinates Army assets to experiment with concepts and materiel.

"Our function is the conceptual redesign of the operational Army, essentially from the individual fighting soldier up through corps level," said COL John A. Klevecz, director of TRADOC's battle lab integration, technology and concepts.

An "aggressive schedule" of experiments will be conducted over the next five years. "They may vary from battle lab experiments where we may be looking at specific pieces of equipment all the way up to experiments that involve elements greater than a division," Klevecz said.

Each experiment — using virtual simulations instead of flesh-and-blood soldiers — leads to the next, with results fed into subsequent experiments, culminating with corps-level trials.

"Simulators are sophisticated enough

that you can vary the conditions, make day into night, make good weather into bad," Klevecz added. "You can introduce fog, smoke, confusion on the battlefield and see how people react."

Results will allow Army leadership to make one of three decisions about the concepts being tested: invest in the concept; continue experimenting to learn more; or discontinue efforts because results show the concept isn't workable. ■

### Military Mail Keeps Moving

For more than three decades, morale-boosting mail has been flowing from the headquarters of "Mail for Our Military." Cards and letters prepared by thousands of Americans are randomly put into batches of up to 4,000 pieces and then distributed to military units around the globe.

To learn how to participate in this program, send your name and address along with a first-class stamp for return postage to:

*Military Mail  
P.O. Box 339  
Soldier, KY 41173*

### Military Coins Still for Sale

The Women in Military Service for America Memorial Foundation, Inc., and the U.S. Mint have signed an unprecedented sales agreement, transferring all minted but unsold Women in Military Service Memorial commemorative silver dollars to the Foundation. WIMSA is now offering the remaining 38,000 coins for sale.

Public law permitted the Mint to sell the coins for one year, from July 1994 through July 1995. At the end of that period, approximately 272,000 coins had been sold and another 38,000 remained in storage at the Mint in Philadelphia.

The Mint agreed to sell the remaining coins to WIMSA so the Foundation could continue making them available to the public, using the proceeds to build the Women's Memorial at Arlington National Cemetery. When offered by the Mint, the coins were sold for \$35 (proof version) or \$32 (uncirculated version). Although private coin dealers have raised the selling price, WIMSA

will sell the coins through June 30, 1996 for the same price previously offered. After that date, WIMSA may exercise its option to increase the price. The coins are packaged in plastic capsules and gift boxes. Many organizations purchase coins as mementos for servicewomen upon promotion, retirement or transfer.

Coins can be purchased with a credit card by calling WIMSA at (800) 222-2294 or by writing to: WIMSA, Dept. 560, Washington, DC 20042-0560. An additional shipping and handling charge will be added to each order. ■

### First USEUCOM Command Sergeant Major

The United States European Command posted its first command sergeant major since the command arrived at Patch Barracks in 1967. CSM James E. Walthes assumed duties as USEUCOM's senior enlisted servicemember in February after completing a tour at Ft. Bliss, TX, where he served as the CSM for the United States Army Air Defense Artillery Center. As USEUCOM's top enlisted soldier, Walthes is primary advisor to the commander-in-chief on enlisted affairs, including training, welfare and quality of life.

### Wear of Volunteer Medal Explained

According to AR 600-8-22, the Military Outstanding Volunteer Service Medal should be worn immediately after the Humanitarian Service Medal.

The recently-approved MOVSM has garnered little publicity since its creation to honor members of the Armed Forces and their Reserve Components who perform outstanding volunteer community service "of a sustained, direct and consequential nature." The award is intended to recognize exceptional volunteers who serve their community — either civilian or military — over time, not just for a single act or achievement. Furthermore, the servicemember may not perform the community service as part of a military mission or earn any personal gain for the volunteer actions.

For more information on the MOVSM, consult AR 600-8-22. ■

### Digital Photos Coming

The Army is moving toward digital photographs for official records. The standard full-length photo is being systematically replaced with a new three-quarter length digital photo.

Soldiers will no longer have to make up signboards because the required information will be superimposed right on the photo.

Soldiers aren't required to have their official photos retaken to meet the new format. Rather, as the Army transitions to digital imagery, soldiers requiring new photos may have them taken in either format, depending on their installation's capabilities. ■

### Sergeants Major Attend Army Management Staff College

In September 1994, the Army leadership agreed to send sergeants major to work in garrison positions or with headquarters in the sustaining base to the Army Management Staff College, the preeminent management college for the Army's senior grade civilians.

The academic program focuses on leadership, management and decision-making principles and tools as it examines national policy and strategy, force development and doctrine and the systems through which the Army transforms resources into combat power. It also stresses how to think, relationships and consequences, as well as the context of decision-making.

Command sergeants major and sergeants major who want to enhance their knowledge of the functions and missions of the Army at the OSD level are encouraged to seek out the course.

For more information, contact the registrar at DSN 655-4757/67, or write the Office of the Registrar at AMSC, 5500 21st St., Suite 1206, Ft. Belvoir, VA. ■

*SGM Richard Alicia*

*U.S. Army Materiel Command Public Affairs,  
Alexandria, VA*

## Combat Medical Badge



### (A Portrait of Courage)

The Combat Medical Badge (CMB) or Medical Badge, as it was initially called, was established by the War Department near the end of World War II. It was created to recognize the important role performed by medical personnel assigned or attached to infantry units, who on a daily basis shared the same hazards and hardships of combat during war.

The need to establish a badge for medical personnel was a result of the Combat Infantry Badge (CIB) established in 1943 for the infantryman who was subjected to the worst conditions in combat, sustained the most casualties and received very little, if any recognition for his sacrifice or heroic actions. The CIB could only be awarded to infantrymen.

While it was recognized that other personnel, like the medics, served alongside these gallant soldiers, suffered the same hardships of combat and often died on the battlefield treating their comrades, no exceptions were made for the award of the prestigious CIB.

The War Department finally approved the Medical Badge in March of 1945, making it retroactive to Dec. 7, 1941. Approval of the Medical Badge didn't include the \$10 a month extra pay that was authorized to an infantryman who earned the CIB.

One infantry unit took matters into its own hands and collected from members to share with the medics who "shared their dangers but not their pay." Extra pay was approved for medical personnel in July 1945 for medical personnel who served in infantry units. And, in February 1951, the War Department approved the addition of stars to the CMB to indicate subsequent awards of the badge in separate wars or conflicts. Rules for award of the CMB have been expanded to include medical personnel who served in armored units during Desert Shield/Desert Storm. Medical personnel of the Navy and Air Force assigned or attached to Army infantry units engaged in active ground combat may also be awarded the CMB. ■

*Ronald F. Still*

*Army Medical Dept. Regiment Historian, Ft. Sam Houston, TX*

### Notable NCOs

#### IOC CSM Makes US Army History

CSM Lynell Sullivan

made U.S. Army history as she assumed her duties as the first female command sergeant major selected to serve a major general. MG James Monroe, commander of the Industrial Operations Command, Rock Island, IL, said "the star and the wreath depicting the command sergeant major's rank is the pinnacle in an enlisted person's career." ★



*USAIOC External Affairs Office*

#### Guard NCO Praised

MSG Thomas P. Darras II, joined the ranks of the 10th Mountain Division's 2d Bde "Commandos" during a rotation at the JRTC, Ft. Polk, LA, as a brigade Ops sergeant. Darras joined the 2d Bde to maintain his field soldiering skills. As a result of his work, the 30-year veteran, was awarded the Army Commendation Medal, a Certificate of Achievement, a brigade coin and was designated an honorary "Commando." ★



*PAO, Ft. Drum, NY*

By MSG Judith P. Ackerman and  
MSG Robert C. Oberlender

**"T**he captain *commands* this company...but I run it!" Ask anyone in the Army who made this statement and they will reply: *"My first sergeant!"*

The prestigious position of first sergeant is given to soldiers in the ranks of sergeant first class and master sergeant who demonstrate that they are highly qualified and motivated. First sergeants must set the example with outstanding qualities of leadership, dedication to duty, integrity and moral character, professionalism, MOS proficiency, appearance and military bearing and physical fitness.

Because of the importance of this position, the Army chief of staff made it mandatory for all first-time first sergeants to attend the First Sergeant Course (FSC). Current policy requires that Active Component (AC) soldiers selected for a first sergeant position must attend the DA First Sergeant Course within six months of assuming "first shirt" duties. All first-time Reserve Component (RC) first sergeants will attend either the DA FSC or the FSC-RC within a one-year window beginning six months before assuming first sergeant duties.

The intensive five-week FSC focuses on five major training areas: unit personnel management and administration; leadership, discipline and morale; logistics, maintenance and security; physical fitness; and, operations and training.

Soldiers selected to attend the FSC should prepare themselves both physically and mentally for the course. Physical preparation consists of ensuring the soldier meets the standards of AR 600-9 (height/weight or body fat content), and FM 21-20, Chapter 14, Army Physical Fitness Test (APFT). Passing both these standards is an enrollment criteria for the FSC. The FSC staff conducts the APFT to the exacting standards of the manual. Soldiers with temporary profiles that prevent them from completing the APFT will not be enrolled. Soldiers with permanent profiles will test in accordance with their profile. The procedures for conducting the APFT in the FSC may change early this year.



## Prepare for the First Sergeant Course

Mental preparation consists of reviewing regulations and keystone manuals such as AR 600-20 (with changes), Army Command Policy; Enlisted Personnel Update; All Ranks Update; Supply Update; Personnel Evaluations Update; Maintenance Update; FM 22-100, Leadership; and FM 100-10, Combat Service Support. The student uses many other regulations and manuals during the course, but an understanding of those previously mentioned will help assure successful completion of the course. Battle-focused training is a large block of instruction and students should be familiar with the unit's Mission Essential Task List and Mission Training Plan.

The United States Army Sergeants Major Academy (USASMA), Ft. Bliss, TX, teaches the DA FSC, which, during 174 hours of instruction, gives students everything they need to know in order to wear the diamond with pride. USASMA conducts the FSC six times each fiscal year, averaging 170 students per class. Lessons are taught using small group instruction methods. TRADOC and the MACOMs manage quotas for the FSC.

The FSC for the RC patterns itself closely after the same course for the AC, the major difference being that the RC course is in two phases. Phase I consists of a pre-resident training package that contains 38 hours of instruction. Phase II is a two-week resident portion, currently conducted at one of five authorized Reserve Component Training

Institutions: Camp Williams, UT; Camp Ashland, NE; Ft. McCoy, WI; Leesburg Training Site, SC, and Ft. Indiantown Gap, PA.

FSC-RC students must ensure they have a reserved seat on the Army Training Requirements and Resources System 60 days before the start date of Phase II. (Only Phase II is listed on ATRRS). This will ensure they have 45 days to study the pre-resident training package. Each RCTI has a class coordinator assigned to them for the FSC-RC. The coordinator contacts each student and verifies their address and phone number. To avoid delays, students should check that their address is correct on the ATRRS. The RC Training Institution sends pre-resident training packages to students and enrolls them in Phase I. The FSC-RC class coordinator is available to answer questions on the pre-resident training package. Students must pass the first exam, covering the pre-resident training package material, upon enrollment in Phase II.

The AC and RC courses differ in a few ways. Almost all terminal learning objectives and enabling learning objectives are identical. In some cases, the time allotted to the RC lesson is slightly less. In some cases, AC practical exercises are completed during class while the RC practical exercises are assigned as homework. Three FSC-RC lessons cover requirements unique to RC soldiers: AWOL/Dropped From the Rolls actions, personnel/finance actions and enlisted promotions and reductions.

Training developers for both the AC and RC continue to improve the course. Warrior 21 and Total Army Training System (TATS) will likely influence the FSC. With TATS, AC and RC course programs of instruction will be identical and soldiers from any component will be able to attend courses offered by any other component.

If you have questions or comments about FSC AC, contact SGM Camit at DSN 978-8205/8479 or COM (915) 568-8205/8479. Contact MSG Ackerman at DSN 978-8848 or COM (915) 568-8848 for information on FSC-RC. ■

*Ackerman is the Reserve Component liaison for the FSC and Oberlender is an instructor/writer/developer for the FSC, USASMA, Ft. Bliss, TX.*

# CSA counts on NCOs to keep the spirit alive

Photos by Wayne V. Hall

*We have good corporals and sergeants, and some good lieutenants and captains, and those are far more important than good generals.*

—General W. T. Sherman

By GEN Dennis J. Reimer, USA

**A**merica's Army is unique. You — the Noncommissioned Officer — are the reason. Secretary of Defense William Perry likes to relate a story that occurred last summer when GEN Nikolayev, the deputy chief of the Russian General Staff, was on a two-week tour of military bases in the United States. After visiting the first base and seeing our NCOs in action, he told one of his aides:

*"I know that these men and women wearing sergeants' uniforms are really officers in disguise."*

But as he went from base to base and talked with the NCOs, he came to realize that they were not officers. He was stunned and told Dr. Perry after two weeks, *"No military in the world had the quality of NCO that I found in the United States."* He went on to say, *"That's what gives America its competitive military advantage."* That's why we have the best military in the world.

The high quality of our NCO Corps was manifested recently when America's Army bridged the Sava River between Croatia and Bosnia-Herzegovina. This operation, the construction of the longest pontoon bridge constructed since World War II, was conducted under the most difficult circumstances. Despite freezing cold, snow, rain, mud and a 100-year high flooding of the river, the bridge was completed. Again, it was our NCO Corps that stepped in and made it happen. The world media was impressed by the technical competence, drive, determination and leadership of our NCOs. When one reporter asked how the soldiers endured the cold and went sleepless to complete the bridge, one young leader, SSG Robert Butcher of the 535th Combat Support Equipment Company, said that the soldiers felt their reputations were on the line. *They weren't going to let the river win.*

Sergeant Lawrence Galuski, of the 502nd Engineer Com-



pany, said, "We can't be stopped; we've had floods, high water, rain, snow — makes no difference. We still bridged it." CSM Stephen Walls of the 130th Engineer Brigade said building this bridge proves America's Army is the "Best in the world."

For 220 years NCOs have been the guardians of the Republic. In this increasingly complex and technologically advanced world more and more responsibility has been placed in NCO hands. The NCO Corps must ensure America's Army remains trained and ready today and adapts to meet the challenges of the 21st century. To accomplish this, I would like to share three fundamental truths with you.

★★★★

First, the Army is people. General Creighton Abrams said, "The Army is not made up of people, the Army is people." The Army can accomplish its mission if we recruit and retain the best people. Today, we have the best quality soldiers I have observed in my 33 years in the Army. But to keep these high-quality soldiers we must allow them to build their self respect. I remember reading a message some years ago that always struck me as the essence of the importance of the individual. It reads:

### Remember Me?

I'm the person who goes into the orderly room and patiently waits while the first sergeant or AST [Army Supply Technician] does everything but pay attention to me. I'm the guy who goes into the supply room and stands quietly by while the supply sergeant and his assistant finish their little chitchat. I'm the person who does not grumble while I clean rifles in addition to my own while other people wander aimlessly around the center. Yes, you might say I'm a pretty good person. But do you know who else I am? *I am the person who never extends my enlistment*, and it amuses me to see you spending many hours and dollars every year to get me back into your unit, when I was there in the first place. All you had to do to keep me was:

*Give me a little attention,  
show me a little courtesy,*

*use me well.* — Aubrey Newman

*from Follow Me! The Human Element of Leadership*

I need your help on this. You, the NCO, are closest to our soldiers. Therefore, your care and concern is most evident. Your personal example will have the most direct effect on our ability to retain the quality soldiers needed to meet the challenges of the 21st century.

★★★★

Second, is public trust. By this I mean the trust the American people place in America's Army. Stop and think about what that really means. The American people trust us in a way they trust nobody else. They give us their sons and daughters and they expect us to take care of them. They do not ask what we are going to do with them. They just expect us to do what is right. That is why the opportunity and responsibility to train these young men and women and to ensure they are prepared to do their mission when they deploy is so important. This is your primary responsibility. Every effective NCO leader is a skilled trainer, and every skilled trainer is an effective leader.

But I think it's important that we remind everybody that we have that trust to take care of our soldiers, America's sons and daughters — and that trust is very important to us. I know you take that responsibility seriously.

★★★★

Third, values are important. We are a values-oriented organization and we need to recognize and remember that. Values are not something that automatically happen, especially in today's society. You have to spend time talking about values, explaining to new soldiers coming into the Army what values are all about and reinforce those values to all soldiers on a daily basis.

Duty, Honor, Country and selfless service to the nation are more than words — it is a creed by which we live. The actions in Somalia by Master Sergeant Gary I. Gordon and Sergeant First Class Randall D. Shugart, both Special Forces NCOs who were posthumously awarded the Medal of Honor,

epitomize the highest Army values.

During a firefight in Mogadishu, on October 3-4, 1993, Somali gunfire forced a Blackhawk helicopter to crash land in enemy territory. Master Sergeant Gordon and Sergeant First Class Shugart fired their rifles from another helicopter to protect their comrades at the crash site below them, even though they endured a heavy barrage of fire. With Somali gunmen closing on four critically wounded soldiers at the crash site, the two NCOs volunteered to help and fought their way through to the wounded pilot. They provided cover until their ammunition ran out. When Sergeant First Class Shugart was fatally wounded, Master Sergeant Gordon got a rifle from the crash site and handed the weapon and five rounds to the pilot. Master Sergeant Gordon said, "Good luck," and armed only with a pistol, continued the fight until he was killed.

Values are what made them do what they did and those are the things you must emphasize to all new soldiers. We need to talk about those values and I ask you to do that. All of us in leadership positions must be able to exemplify values. Talk is not enough — you must set the example.

These three fundamental truths are terribly important and I need you as leaders to understand and exemplify these

truths. Remember that the Army is people. General Abrams captured the essence of leadership and of the NCO Corps when he said:

*"By people I do not mean personnel...I mean living, breathing, serving human beings. They have needs and interests and desires. They have spirit and will and strengths and abilities. They have weaknesses and faults, and they have means. They are the heart of our preparedness...and this preparedness — as a nation and as an Army — depends upon the spirit of our soldiers. It is the spirit that gives the Army life. Without it we cannot succeed."*

I am counting on you to keep this spirit alive. ■



*Prior to becoming the 33rd Chief of Staff, U.S. Army, Reimer was commanding general of the U.S. Army, Forces Command, Ft. McPherson, GA. GEN Reimer's military experience spans command positions from company to division level and service on staffs up to Headquarters, Department of the Army.*

# PERFO

*It's a matter of*

By SFC C. Michael Segaloff

**N**ewly promoted SPC Green (*not* his real name) was elated. He had just been advanced from private first class despite everything his supervisor had told him for the last 18 months.

His SSG section chief, on the other hand, was near *apoplexy*. He had told SPC Green a number of times that unless his performance improved and certain criteria were met, he wouldn't be recommended for promotion.

On the sidelines, a dozen PFCs vying for the same promotion were dismayed that someone who had failed his military driver's license examination seven times was being promoted over them. *Something* had gone terribly wrong, and the unit's morale, NCO leadership and the perceived legitimacy of the Army's promotion processes all suffered as a result.

What had gone wrong was a combination of factors which led to an under-achiever's dream. SPC Green's supervisor had diligently counseled him monthly on his poor performance, both verbally and in writing. In no uncertain terms, SPC Green had been told repeatedly that he wouldn't be recommended for promotion. Unfortunately, the *written* record of performance counseling portrayed quite a different picture, saying little, if anything, on the subject of promotion.

Counseling statements extolled his few good deeds in the hope that this would provide positive reinforcement and, at the same time, presented a laundry list of bad deeds with little in the way of comment. This was usually followed by a generic admonition such as "This is unacceptable! Improve your performance!"

PFC Green duly sat through his counseling sessions, signed and "filed" his counseling statements and never

imagined in a million years that he would get promoted to specialist.

The first time PFC Green entered the primary zone of consideration for specialist, his platoon was in the field. Both his first line supervisor and platoon sergeant were unavailable to make their recommendations. The first sergeant was forced to rely solely on the monthly performance counseling records on file. To his dismay, the word "promotion" didn't appear anywhere in any record of counseling done in the last 12 months. As far as he could tell, no one had told PFC Green one way or the other his performance (or lack of it) would affect his eligibility for advancement. Without a clear statement to the contrary, the first sergeant had little choice but to assume that Green was eligible for promotion.

Some units, faced with similar situations, have in the past instituted pre-printed "check the block" forms for monthly performance counseling. The underlying premise of these forms was the notion that they would *force* the first line supervisor to hit all of the key points during the counseling session and provide a more dependable written record for posterity.

Many of the forms, which have since passed out of vogue in most units, rated the soldier numerically in areas such as "dependability," "loyalty" and "integrity." These individual scores were then totalled and averaged so that a soldier with zero "integrity" could conceivably still receive a high score overall. Short comments were allowed under such headings as "education," "promotion eligibility" or "pay problems," but more often than not, areas were left blank or filled in with a cryptic "N/A."

Unfortunately, the numbers mean different things to different people, the blank spaces often raise more questions than they answer and the ease with which one of these forms can be filled

out only encourages leaders to gloss over the counseling process. It didn't take long for the NCO Corps to conclude that the "check-the-block" method of doing monthly performance counseling just doesn't work.

What's needed is a "return to basics" approach to counseling. The Army's FM 22-101, *Leadership Counseling*, is a great place to start. Every leader should reread it cover to cover and attempt to implement the skills outlined there. FM 22-101 clearly teaches us the "who, when, where" and even the "why" of performance counseling, but a novice counselor is often more preoccupied with the "what." This counselor often asks: "What points should I cover? What should I say about them? What is the best way to say it?"

One answer to those questions may be found in the acronym "PERFORMANCE." It's a simple memory aid designed to help the counselor address the key areas that should be covered in a soldier's monthly performance counseling. It works best when the key words are written on a three-by-five card and kept in your leader book or BDU pocket. Avoid using them to mass-produce forms for a "fill-in-the-blank" or "check-the-block" approach. That defeats the purpose of the PERFORMANCE method, which is to fully address required topics in counseling and to have a viable written record of it at the conclusion of the session.

One of the most important principles of the PERFORMANCE counseling method is that each topic must be addressed with meaningful *two-way discussion*. The fact that you perceive no problem in a given area doesn't mean that the topic shouldn't be discussed. If you prefer to create a written document before the session to use as a guide, then always leave room to record the soldier's comments or reactions to the points made.

# PERFORMANCE

Additionally, the session should not be relegated to a relish of what happened during the rated period, but a frank discussion of perceptions, standards, goals, options and recommendations. At the conclusion of counseling, a soldier should have a crystal clear picture of his or her competence and eligibility for advancement.

The individual components of the PERFORMANCE counseling method are:

**PURPOSE.** This consists of a simple statement that outlines the who, what, when and why of the session. It helps the soldier to differentiate between his regularly scheduled performance counseling and the other types, such as Reception/Integration, Personal, Disciplinary or Professional Growth and Guidance counseling. The negative implications of "getting a counseling statement" may be alleviated with a clear statement of purpose as the first item of business. An example: "Private Jones, this is your monthly performance counseling, which will examine your job performance, MOS competence and options or strategies for improvement. We'll also discuss my recommendation regarding your eligibility for promotion."

**EXCELLENCE.** One of the best ways to set the tone for a constructive counseling session is to start out with a "pat on the back" for things done well during the rated period. Look for instances of excellence in the soldier's work, attitude, appearance, community involvement or other facets of professional life. Every soldier is good at *something*. Find out and encourage the soldier to use the same tactics in other endeavors. Looking for excellence in a soldier and recognizing it helps establish rapport and

often provides the keys to motivation.

**REQUIRES CHANGE FOR THE BETTER.** This portion of the session addresses mediocrity. Often, performance in these areas may be technically acceptable, but falls below expectations or is below average in quality. A good example of this is the soldier who merely does the minimums when taking the APFT — though clearly capable of doing better. It should be stressed in the counseling session that while minimum standards have been met, you believe the soldier isn't performing to full potential. Ask why. Careful listening may provide clues to what de-motivates the soldier.

**FAILURES.** Easily the *least* palatable portion of any counseling session, it's also one of the most important. It's difficult for many of us to be frank with our subordinates when it comes to examining and discussing their failures. Yet, without the certain knowledge that a failure has occurred, the soldier has no chance of correcting the deficiency. Human nature encourages us to rationalize, minimize, excuse, explain or even ignore our failures. It's our job as leaders to isolate and eliminate them. Don't be afraid to say, "Private Jones, you failed to accomplish your assigned tasks twice this month."

**OBJECTIVES/OPTIONS.** Identifying objectives or goals that are important to the soldier is a necessary step toward enhancing performance. Certain activities might be a waste of time and effort if the soldier's sole objective is to leave the Army, for example. If, on the other hand, a soldier's goals include education, pride in one's work, acquisition of certain skills, choice assignments or pro-

motions, there are invariably various *options* for attaining those goals. Explore these options and examine possibilities that might have been overlooked.

**RECOMMENDATIONS.** Once the soldier's successes and failures have been identified, goals set and options explored, you should be ready to make your recommendations on how to best accomplish goals. Avoid being flippant or glib in your recommendation. One NCO, responding to a soldier's desire to leave the service, quipped that he should just go AWOL and save everyone a lot of trouble. When that soldier came up missing the following morning, the NCO regretted his failure to take the issue seriously.

**MILITARY/CIVILIAN EDUCATION.** The key to success in almost any endeavor usually ends up being education. Continually stressing and counseling the value of education produces not only better, smarter soldiers, but communicates the message that you care about their personal and professional growth as well. Discuss NCOES and other military schooling that may be appropriate for the soldier. Talk about college courses, CLEP and DANTES exams, video instruction, weekend seminars, correspondence courses, on-line universities and other non-traditional means of getting a degree. Consider things like Red Cross classes, swimming instruction, skydiving lessons or whatever encourages the soldier to grow and learn.

**ATTITUDE AND BEARING.** Avoid falling into the trap of oversimplifying things by stating that the soldier's attitude is "negative" or "positive." This is

an opportunity to discuss perceptions, feelings, motivations and viewpoints. Collectively, these comprise a soldier's attitude, which in turn affects bearing.

**N**ORMS AND STANDARDS. Additional advice and discussion on meeting the norms and standards of society, the unit or the Army should be covered here if they weren't addressed earlier in the counseling session. Topics ripe for discussion include the APFT, weapons qualification, fiscal responsibility, personal hygiene, family obligations, weight control, drug or alcohol abuse, common courtesy, self-destructive behavior, equal opportunity, self-discipline and integrity. One example of addressing norms and standards: "Private Jones, your APFT score of 210 meets the minimum standards for the Army, but is well below the unit average of 255. I know you're capable of doing better. Is there some reason that you're not performing to your potential?"

**C**OMPETENCE. All of the factors mentioned so far must be integrated into a single, all-encompassing category we call "professional competence." Some factors are more heavily weighted than others; it's up to you to strike the proper balance. But it's important that soldiers who aren't considered to be competent at their job be informed of this. Sometimes, it's due to circumstances beyond their control. Newly assigned soldiers in unfamiliar jobs aren't competent *at that particular time*. The important thing is not so much to find fault as it is to identify and correct the shortcoming as soon as possible. Competent soldiers should be told *how* competent they are — highly competent, competent or marginally so.

**E**LIGIBILITY FOR PROMOTION. You, as the soldier's first line supervisor and performance counselor, are the primary judge of a soldier's readiness and eligibility for promotion. Your assessment of his standing in this regard

shouldn't be kept a secret. Be frank about whether the soldier is ready now; if not, go over the reasons. Be sure you outline the specific steps that must be taken to remedy the situation.

This may be a good time to set specific goals with which you can measure improvement. Get input on the soldier's *willingness* to improve and determine what steps must be taken to become eligible. Finally, make it clear that you *want* him to succeed; that you are willing to work with him to reach his goals. It's all too easy for a discouraged and dispirited soldier to believe that it's *you* who's keeping him from getting promoted.

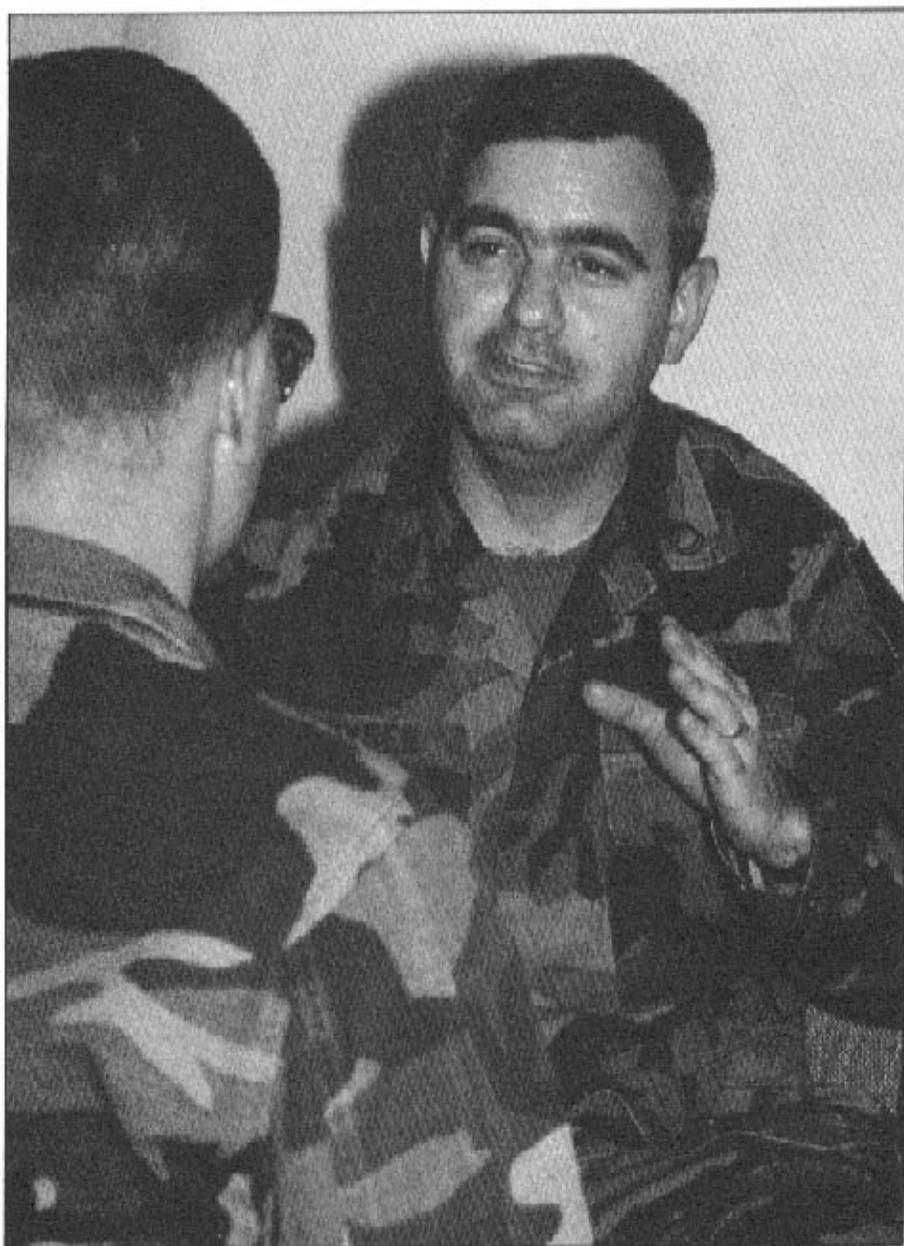
This not only creates bad feelings all

around, but it distracts him from focusing on his own behavior as the key to his success.

Performance counseling is as important for the high-performer as it is for the problem soldier. Everyone needs feedback on how well they perform their jobs and the right kinds of feedback can make a big difference in a soldier's proficiency. Perhaps encouraging leaders to use the **PERFORMANCE** method can make a difference in *your* unit. ■

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*Segaloff is currently assigned to OPTEC, TEXCOM, Fire Support Test Directorate, Ft. Sill, OK, as a research, development, test and evaluation NCO.*



Facing up to...

# Duty's Dilemma

By SGM Tommy Z. Fuller

**FM** 100-1 barely touches the diverse ethical dilemmas our leaders face today when using the word "Duty," to describe the Army Ethos.

The New World Order dictates that our ideas on military power change with the times. Compounding this is the difficulty we have determining a practical, realistic description of ethical behavior to guide our Army through the perilous future.

The field manual is on track when it says that the values of *integrity* and *selfless service* are part of the concept of *duty*. The statement that these values "give moral foundation to the qualities the ethos demands of all soldiers from private to general officer," is right on target. However, looking beyond the oversimplifications and glittering generalities of the manual, we see a path of professional ethical behavior strewn with boulders and pitfalls.

The language of today's Army leadership gives us a hint of what to expect. We have all heard the catch phrases — "do more with less," "build down," "smaller but better." The incongruity of these phrases points out the avalanche of ethical dilemmas facing our leadership today.

The "do more with less" mentality grew out of the post-Cold War, bottom-up review. This can-do attitude, during a time of drastic force reduction, is a serious challenge to leadership ethics. This is particularly true when military leaders fail to point out to higher-ups that their resources aren't sufficient to support the higher-up's expectations. This phenomenon can occur at every level of command.

For example, the situation may start when a commander is pressured to show a level of unit readiness that can't possibly be maintained with the current budget restraints. Without the money to fix broken radios, buy fuel for tanks and trucks, transport soldiers and equipment to the National Training Center, the unit cannot keep its fighting edge.

How hard is it for that commander to tell his boss that the unit isn't fit to fight? With today's "smaller but better" Army fostering a "zero-defect" mentality, such an admission could mean a two-block on the commander's Officer Evaluation Report — an admission resulting in professional suicide.

The commander must decide to tell the truth about the effect of dwindling resources on readiness, or adopt an attitude of *selfless service* that, according to FM 100-1, is essential to mission accomplishment. Ultimately, this ethical dilemma offers him two choices: he can act according to the value of *integrity* by telling his boss the truth about his unit's readiness (and suffer the consequences), or he can be an example of *selfless service* by dedicating more time to the job and pressing his unit in an attempt to achieve the impossible. This is not to question the commander's motive. He may very well believe he is doing the honorable thing. However, only the former choice is truly one of both *integrity* and *selfless service*.

Seen from another perspective, leading the "smaller but better" Army means taking a new approach to showing off the installation. A former Sergeant Major of the Army once told an audience about the time a senator called him regarding a recent congressional visit to a large Army post. The veteran senator suggested that the next time the Army gave a congressional delegation a base tour, military leaders shouldn't just show the best facilities. It seems that the post commander, in his pride for his installation, had done just that. The resulting impression given the delegation was that the Army was in no need of money for improvement or infrastructure repair.

The struggle here is again one of *integrity* versus *selfless service*. I can't remember ever showing a visiting dignitary the worst area of our organization. Traditionally, we've always put our best foot forward and showed off our most modern facility. It's part of the inspection process ingrained in the military. However, a fresh look at the situation shows how the post commander in the last example might revise his ethical decision-making process to more honestly reflect today's force situation.

Probably the most significant and emotionally charged ethical issue facing our leaders is their ability to remain credible as proponents of the common soldier and his/her family. Once again, it's not a question of motive, but one of reality versus rhetoric.

The framers of the Constitution wisely placed the military under civilian leadership. As soldiers, we are sworn to support and defend that document. Hundreds of thousands of soldiers, sailors, airmen, Marines and Coast Guardsmen have given their lives doing so. We are committed to this principle. Therefore, we understand the need to follow the guidance of the civilian leaders over us.

This ideal places tremendous ethical pressure on our senior leaders in their efforts to faithfully provide for the individuals in their charge. Ethically, they are torn between fighting for funding of quality of life issues or 21st-century technology weapons systems.

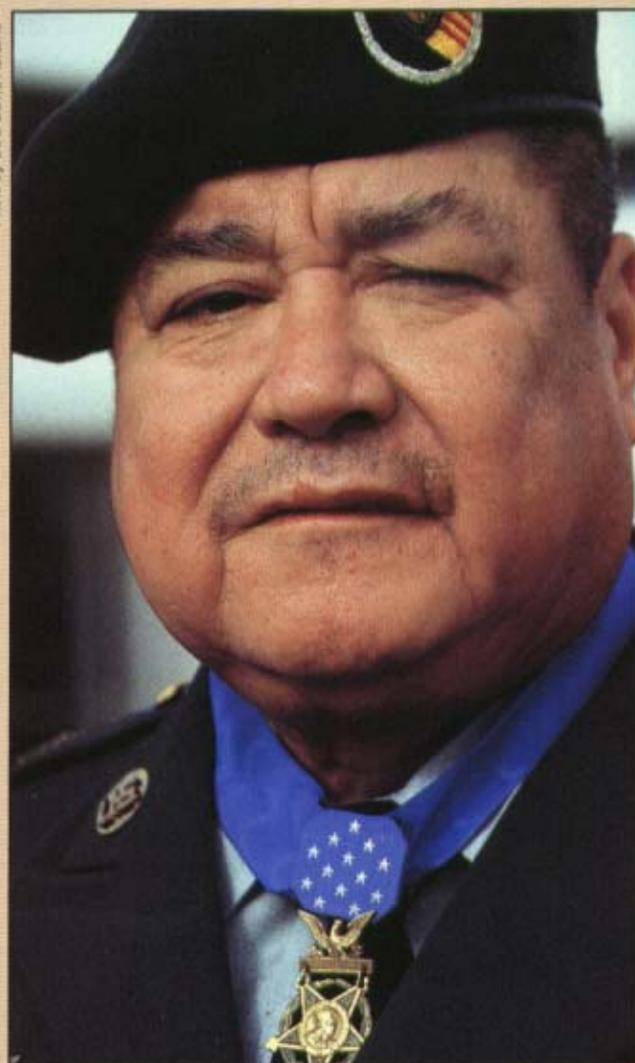
Army leaders have taken us through a drastic reduction in force. Now, believing we are close to the end-state number and expecting some stabilization, we are being told to prepare for another cut of at least 20,000. As a result, soldiers are wondering about their future in the Army. Furthermore, as funds for quality of life issues dry up, troops ask themselves what benefit or family program is next on the chopping block.

Ultimately, this ethical question of *integrity* versus *self-sacrifice* extends to all of us in the military. Do we ask to be treated as we were promised when we joined the military (remember the old motto, "The Army takes care of its own"?), or do we stoically accept that we are inevitably to become a "smaller but better" Army "doing more with less"? It's not an easy question to answer, but one with which we will continue to struggle for years to come. ■

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Fuller is a student in the first nine-month Sergeants Major Course, USASMA, Ft. Bliss, TX.

Photo by SSG David Abrams



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## MSG (Ret) Roy Benavidez **HERO** A Real American

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By SSG David Abrams

**D**espite the wet, sticky blood that filled his ears, Roy Benavidez could clearly hear the sound of the body bag closing over him and it scared him enough to want to scream, "Hey, I'm alive!" But he couldn't make a sound, he couldn't even blink his eyes. The 35 bullet, shrapnel and bayonet wounds in his body had left him weak and semi-conscious.

After six hours of intense firefight with North Vietnamese Army soldiers

while trying to save his fellow Special Forces teammates, the 32-year-old staff sergeant looked like just another corpse to the medic zipping up the body bag in which he'd placed Benavidez. If it hadn't been for an alert NCO who recognized Benavidez in the pile of bodies off-loaded from the evacuation helicopter, he might have met his final fate suffocating in the rubber bag.

In his book *Medal of Honor: A Vietnam Warrior's Story* (see review, pg. 24), Benavidez describes the horror of being mistaken for a corpse after nearly

giving his life during what is arguably the most heroic individual actions taken during Vietnam. For his selfless valor, the El Campo, TX, native was the last Vietnam-era soldier to be awarded the Medal of Honor. Because the SF mission was classified and Benavidez had trouble finding surviving eyewitnesses to verify his actions, he didn't receive the award until 13 years after the event. When President Ronald Reagan draped the blue ribbon around his neck on Feb. 24, 1981, a flood of memories of that day in Cambodia came rushing back into Benavidez' mind.

The warm drizzle in the vine-choked jungle. The AK-47s raking the tall grass with bursts of automatic fire. The mortal wounds of his besieged comrades. The shrapnel peppering his own body. The NVA soldier's bayonet slicing his left arm to bloody ribbons during hand-to-hand combat.

"Worst of all," he writes, "I heard again the cries of my dying comrades...This, I thought, is for the guys who

didn't come out of the jungle that day."

During a recent appearance at the U.S. Army Sergeants Major Academy, Ft. Bliss, TX, Benavidez received a spontaneous standing ovation as he limped to the podium to address Class 46 of the Sergeants Major Course. Dressed in combat boots, Class A uniform, green beret and the Medal of Honor, Benavidez (who retired on total disability as a master sergeant in 1976) started speaking slowly, his words still blurred with pain even 18 years after that fateful day in Cambodia: "People often ask me if I'd do it again. I tell them there will never be enough paper to print the money nor enough gold in Ft. Knox to keep me from getting on that chopper and going in after my teammates again."

There was a light drizzle falling on the

morning of May 2, 1968, and soon after Benavidez woke up at the Forward Operating Base in Loc Ninh he knew something big was happening. Helicopter pilots scrambled around the SF camp while the radio's airwaves were filled with the shouts of men requesting an immediate evacuation from their location deep behind enemy lines. Within minutes, Benavidez learned those trapped soldiers were his fellow squad members who'd been sent on a top secret SF recon mission. He ran to the nearest evacuation chopper revving its engine for take-off. Jumping on board, Benavidez strapped himself in and announced, "Take me with you." Headed into an intense firefight, he was armed with only an 18-inch knife strapped to his side. The chopper pilots shook their heads in disbelief. They'd never seen a crazier — or more suicidal — NCO.

This was Benavidez' second tour in Vietnam. He'd already been sent back to the United States after stepping on a land mine while on patrol two years earlier. Instead of exploding, the mine had shot up, hitting Benavidez in the buttocks and torquing the lower half of his spine. Doctors at Brooke Army Medical Center at Ft. Sam Houston, TX, said he'd never walk again and were about to discharge him from the Army when, after months of late-night "private therapy," Benavidez proved them wrong by shuffling across the hospital ward's floor. Impressed by his gutsy determination, the Army decided to keep the NCO on its rolls.

Benavidez was reassigned to a desk job at Ft. Bragg's 82nd Airborne Div, but it was only a matter of time before his ambition had him training to become first an Airborne-qualified trooper and then an SF soldier before he eventually returned to the conflict in Southwest Asia.

"During my first trip to Vietnam, I learned about what it takes to be an NCO and how to lead by example," he told the students assembled in USASMA's auditorium. "Then when I was lying in the hospital

after stepping on the land mine, there was an old sergeant major who came to visit. When he saw how much pain I was in, he told me there were only three things that would get me through: faith, determination and attitude."

When Benavidez returned to the jungles of Vietnam for the second time, he was armed with those three qualities plus a healthy dose of bravery -- the kind of courage that made him get on board that evacuation helicopter knowing he was probably heading toward certain death. He'd heard the reports over the radio saying there was a force of nearly 350 NVA soldiers closing in on the trapped Americans.

"I didn't have to get on that chopper, but those were my fellow NCOs on the ground in there and I had a duty to go back after them -- I couldn't just sit there and listen to my buddies die on the radio," he said. "As an NCO, you have to make split-second decisions. When you're a combat-oriented NCO, you don't have to stop and think -- you're thinking all the time. Just imagine what I'd have to live with if I hadn't gone back in."

It was 10 a.m. when the helicopter

dropped Benavidez off at the landing zone a few hundred feet from the 11 surviving members of the SF patrol. "As soon as I hit the ground I felt something like a thorn stinging my leg," he said.

When he reached down and touched his calf, however, his fingers came away coated with blood. Within seconds of his rescue mission, he'd received the first of many wounds.

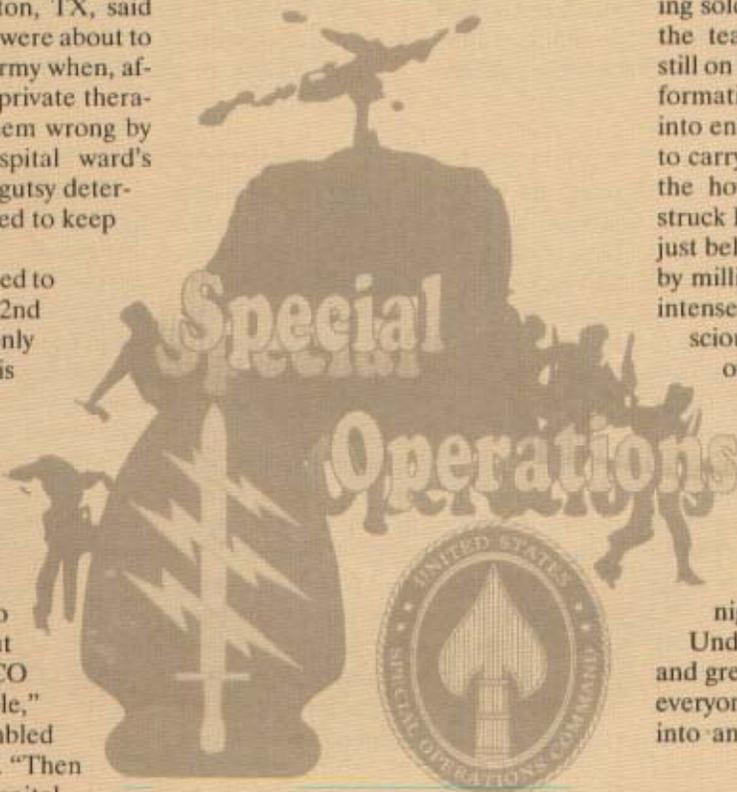
"At that moment, I was scared — not frightened, but scared I wouldn't be able to perform the mission I was trained for," he said. "When you're that scared, the enemy better watch out because you could do anything."

While the NVA soldiers filled the air with a blizzard of bullets, hand grenades and mortar rounds, Benavidez low-crawled to the team's position, patched their wounds and moved them into a better defensive posture. He took another AK-47 round in the thigh and shrapnel to the face and head, but gritted his teeth and urged the men to hold on until the choppers circled to pick them up.

When the aircraft touched down in a nearby clearing, Benavidez made several trips, carrying the soldiers through a storm of bullets. When the last of the living soldiers were on-board, he realized the team's classified documents were still on the body of the team leader -- information he didn't dare allow to fall into enemy hands. As he was struggling to carry the team leader's body back to the hovering chopper, another bullet struck Benavidez in the back and exited just below his armpit, missing his heart by millimeters. He passed out from the intense pain. "When I regained consciousness, there was black smoke all over the clearing," he said. The chopper, already heavily damaged from enemy fire, had crashed while waiting for the classified documents to be retrieved. As the survivors crawled from the smoking wreckage Benavidez knew his nightmare was only just beginning.

Under increasing automatic weapons and grenade fire, Benavidez helped get everyone out of the helicopter and back into another defensive perimeter. Be-

(See *BENAVIDEZ* next page)



## Review and Update

# NCOES Critical Issues :

By SGM Stephen L. Chase

Last July, hundreds of NCOs and civilian trainers from all parts of the Total Army converged on Ft. Bliss, TX, to give senior Army leaders input on crucial leadership and training issues. For five days, the 1995 Worldwide Noncommissioned Officer Education System (NCOES) Conference provided a forum for attendees to help shape policies, programs and philosophies that will impact all present and future NCOs.

True to their word, conference organizers are striving to keep conference-goers and other NCOs informed on the progress of formal results. Here's a review of the issues and their current status:

**NCOES instructor certification.** The office of the Deputy Chief of Staff for Training (DCS-T) at TRADOC has published instructor certification standards. For details, get a copy of Memorandum, HQ, TRADOC, ATTN: ATTG-CD, Ft. Monroe, VA 23651-5000, 20 Nov 95, Subject: Policy for Certifying Instructors.

**What should we train in NCOES?** TRADOC approved a revised common core task list and directed proponent service schools to develop training support packages no later than June 30, 1996. If all goes as planned, NCO academies will im-

plement the new and revised training on common core subjects no later than Sept. 30, 1996.

**Where should we train?** Although there have been some minor changes since the July Worldwide NCOES Conference, this issue needs more evaluation. The conference discussions focused on BNCOC-CA (Basic Noncommissioned Officer Course-Combat Arms) and PLDC (Primary Leadership Development Course). TRADOC and FORSCOM are working together to consolidate the BNCOCs for CMFs 12, 13 and 19. The CMF 11 BNCOCs will remain decentralized until TRADOC and FORSCOM can find a workable solution.

**Notification of students.** Conference attendees suggested that many problems stem from inaccurate information in the Army Training Requirements and Resources System (ATRRS) and that we need better training for ATRRS operators. The Department of the Army is currently making changes to the ATRRS to improve the system.

**Exceptions to policy.** The most significant problem many academies face is the lack of ability to accurately predict class size. TRADOC requires each academy or school to request an exception to policy whenever a class size is above or below the class size specifications stated in the POI. Academies are

### (BENAVIDEZ continued)

tween calling for more choppers to be sent from Loc Ninh and tactical airstrikes to take out the advancing enemy, he moved among the men, distributing water and ammunition and trying to bolster their spirits. Just before another extraction helicopter was able to safely land, Benavidez was hit by two more bullets in the leg. When he heard the chopper blades thumping the air above them, he turned to the other soldiers and called, "Okay, let's go! We don't have permission to die here!" With the assistance of a newly-arrived medic, he started ferrying his comrades to the chopper. On his second trip he failed to see the NVA soldier crouched in the tall grass. The enemy rose up and clubbed Benavidez from behind with the butt of his rifle. Much to the NVA soldier's sur-

prise, the bleeding American wheeled around to face him. He sent another blow crashing into Benavidez' jaw and as the two fell to the ground, the enemy started stabbing Benavidez' arm with his bayonet. By reflex, the American NCO reached for the one weapon he'd originally brought on the rescue mission.

At the close of his talk to the USAS-MA students, Benavidez grinned and said, "I left that 18-inch knife sticking out of that NVA's body when they finally pulled me on board that helicopter."

After being rescued from near-death by body bag suffocation back at the base camp, Benavidez was evacuated to a hospital in Saigon, later spending months of recovery at other medical facilities in Japan and the United States. He continued to serve stateside with SF until his retirement in the mid-1970s.

Today, Benavidez spends most of his time speaking to civic, school and military groups about the meaning of bravery and duty. Characteristically modest about his actions in Vietnam, he's not shy about wearing his Medal of Honor nearly every day. It is a blue badge of courage, a symbol of selflessness and, most of all, a reminder of the six-hour hell he survived. ■

*Abrams is senior journalist with The NCO Journal.*

now requesting exceptions pertaining to class size and getting answers from TRADOC much quicker than before. TRADOC emphasizes the importance of requesting exceptions to policy as far in advance as possible.

**Leadership Assessment and Development Program (LADP).** Conference attendees recommended that TRADOC drop the program in its entirety. TRADOC hasn't published any more guidance since the conference except for the announcement that TRADOC will not conduct the train-the-trainer sessions. LADP is included on the new common core task list for the ANCOC level of NCOES.

**Senior small group leader (SSGL) authorizations.** TRADOC policy states that each NCO academy or school will have one SSGL for every four small group leaders (SGL) assigned. Many academies have lost their SSGL authorizations on their TDAs. TRADOC is studying this policy but hasn't yet announced any findings.

**Using first sergeants as course chiefs.** AR 611-201 requires course chief positions to be filled with master sergeants. Many academies want to appoint those master sergeants who serve as course chiefs as first sergeants. TRADOC initially disapproved this proposal because the procedure would create a backlog of soldiers waiting to attend the First Sergeant Course. (Army policy requires all first-time first sergeants to successfully complete the First Sergeant Course.) TRADOC agrees with the guidance in AR 611-201 and has not changed the policy.

**Distance learning.** Distance learning techniques have drawn a lot of attention as a result of the Force XXI initiative. The Sergeants Major Academy developed — and the Ft. Bliss NCO Academy delivered — the PLDC to soldiers on a peacekeeping mission in the Sinai last spring using a video teletraining (VTT) technique. TRADOC continues to explore ways to use VTT in a wide variety of situations and circumstances. Ongoing projects include plans to deliver the Battle Staff NCO Course to selected members of the Bosnia peacekeeping force and PLDC to soldiers serving in the Sinai.

**APFT standards and new physical fitness uniform (PFU) designs.** The Physical Fitness Center at Ft. Benning, GA, is studying the current APFT to determine any changes the Army needs to make to keep the APFT current and realistic. They are also looking at new PFU designs in hopes of finding an improved PFU to replace the current one. Conference attendees suggested that the Physical Fitness Center staff get input from the field before making any decisions. The Fitness School reports they are indeed getting input from the field. APFT standards are still being reviewed. Major improve-

ments to the PFU are being analyzed and feedback is promising.

**NCOES college credit.** The TRADOC Education and Training Support Division has completed pilot programs that will award college credit to soldiers completing Phase I (common leader training) of NCOES. HQDA hasn't yet made a decision to implement the program Army-wide.

**TABE vs BASE.** The TRADOC Education and Training Support Division will begin using the BASE (Basic Army Skills Examination) instead of the TABE (Test of Adult Basic Education) to evaluate reading and language skills for NCOES in FY 96. TRADOC Regulation 350-70 requires trainers to use "criterion-referenced" tests to determine soldier competency. Since the TABE is a "norm-referenced" test, it isn't suitable for use in TRADOC. DA hasn't yet decided to replace the TABE for Army-wide use. TABE has been used for so long that there's a reluctance to replace it, even though the BASE measures specific soldier competencies and was developed for the Army's basic skills program.

**Change to DA Form 1059, Academic Evaluation Report (AER).** CSM Gilbert Paez, TRADOC command sergeant major, proposed a change to the existing AER form, which he has withdrawn.

**Permanent profiles.** Conference attendees discussed the problem of soldiers reporting to NCOES courses with profiles that prevent them from completing all portions of the course. The attendees recommended that field commanders carefully monitor the profile process and that DA clarify the policy and direct more command emphasis on the problem. TRADOC Regulation 351-10 addresses permanent profiles in the following manner (to be reflected in the next revision of AR 351-10):

- Soldiers with a permanent designator of two (2) in the physical profile, must include a copy of DA Form 3349, Physical Profile, as part of the course application. They will be eligible to attend appropriate courses and train within the limits of their profile provided they can meet minimum course graduation requirements.

- Soldiers with a permanent designator of three (3) or four (4) in the physical profile, must include a copy of DA Form 3349 as part of the course application. Soldiers who have been reviewed by a Medical Screening Board, awarded medical limitations and allowed to retain their MOS will be eligible to attend appropriate courses and train within the limits of their profile provided they can meet minimum course graduation requirements. ■

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*Chase is chief of the Course Development Division, Directorate of Training, USASMA, Ft. Bliss, TX.*

*The latest in learning technologies await*

# Courses Consolidated

By SSG David Abrams

**W**ith the addition of a new classroom wing, the U.S. Army Sergeants Major Academy at Fort Bliss, TX, will consolidate several leadership courses and provide students with state-of-the-art communications in each classroom.

The \$6.1 million, 52,000-square-foot construction project, begun in June 1995, is scheduled for completion this July—just in time for the second nine-month Sergeants Major Course which begins in August. The new addition to the nine-year-old Academy building includes 24 classrooms, a battle simulation center and reception/orderly room areas as well as additional parking and landscaping.

The new classroom wing will be used primarily by students attending the First Sergeant and Battle Staff NCO courses, with future SMC students occupying the former First Sergeant Course classrooms.

In addition to having access to a battle simulation center that is scheduled to replace the Brigade/Battalion Battle Simulation and Maneuver Control System with the new War Sims 2000, BSC students can study under the same roof with peers and senior leaders attending the other Noncommissioned Officer Education System courses offered at the Academy. Currently, those enrolled in BSC are in portable classrooms at a separate location on Biggs Army Airfield.

"All of the students here at USASMA will be exposed to the latest in learning technologies which will be a great enhancement for their learning experience," said COL Robert L. Jordan Jr., USASMA commandant.

One of Jordan's goals is to issue a laptop computer to each SMC student during inprocessing. "This will allow them to access everything from lesson plans to daily class schedules via a modem," he said.

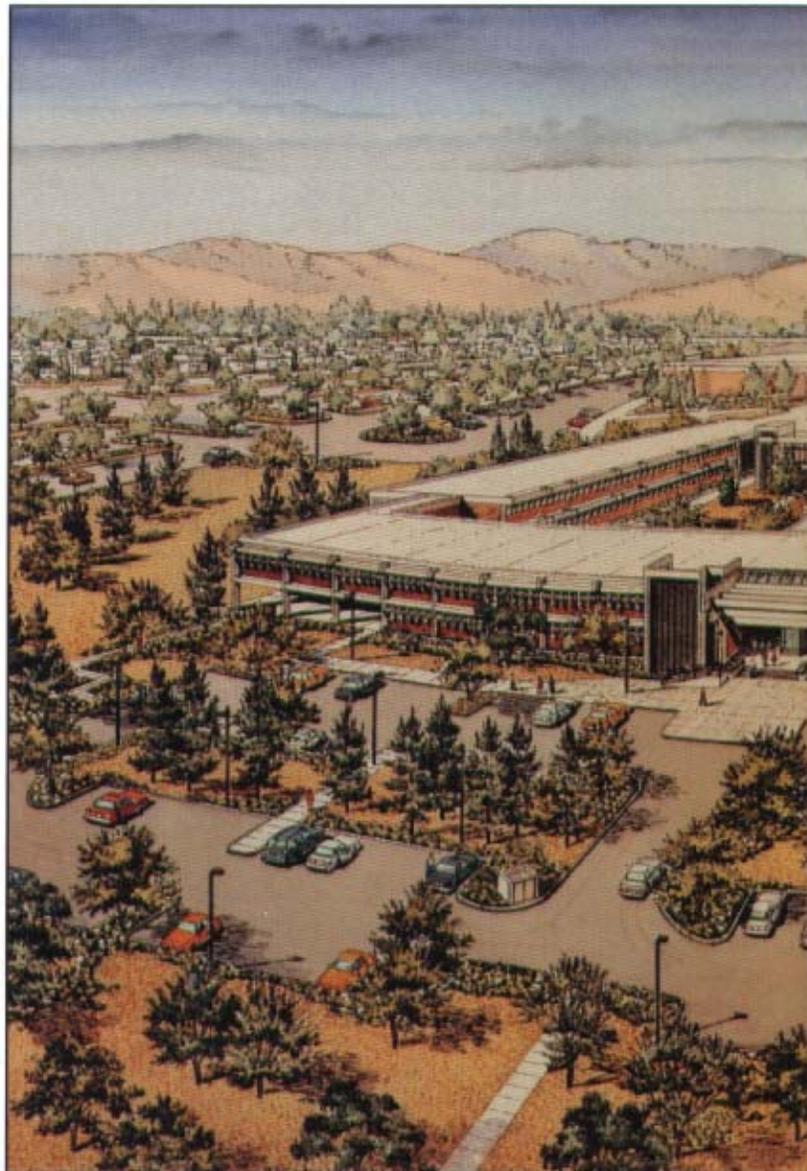
The building project has the potential to affect every NCO in the Army by virtue of USASMA being the course developer/evaluator for NCOES and the proponent for the FSC and BSC.

"This new wing upgrades every student's learning experience just by the fact of the added automated technology alone," said CSM Robert T. Hall, USASMA command sergeant major. "If funding for the laptop computers is approved, then students will have the extra advantage of having everything at their fingertips."

With so many students going on-line, Hall said USASMA is jumping into the Army's Force XXI future with both feet. "This institution obviously has a direct relation to teaching

success on the digitized battlefield," he noted, adding that computer-illiterate NCOs arriving at the Academy shouldn't have to worry about falling behind their classmates. "We'll bring them up-to-speed right away with the use of our computer lab, among other resources," he added.

An increase in the student population and the expansion of the SMC from six to nine months was the impetus behind



*it USASMA students in near future*

# *in New Wing*

the Academy's building project, first formulated five years ago, Jordan said.

Though the first nine-month SMC will graduate approximately 208 students in May, projections for the next two courses place student bodies between 450 and 720 each.

The SMC currently uses 16 classrooms to instruct senior NCOs on leadership, resource management, training man-

agement and military operations in a modern, hub-shaped structure.

"This new addition to the Academy and all the automated technology going into it indicates to the entire Army the emphasis and trust placed on the NCO Corps," Hall said. "This is already a first-class institution and the new wing will only enhance the learning environment here even more."

Part of that environment will include large screens with built-in computers, called live boards.

Any computer-based document or scanned image can be displayed on the live board's 67-inch rear-projection screen and viewed simultaneously by up to 31 linked live boards and personal computers.

If funding is approved, the Academy hopes to have a live board in each classroom, enabling all students to simultaneously link up to TVs, VCRs and on-line computers. This means the future of student life at the Academy will include interactive computer use between classrooms, said Judith Becker, chief of Information Management Division at USASMA.

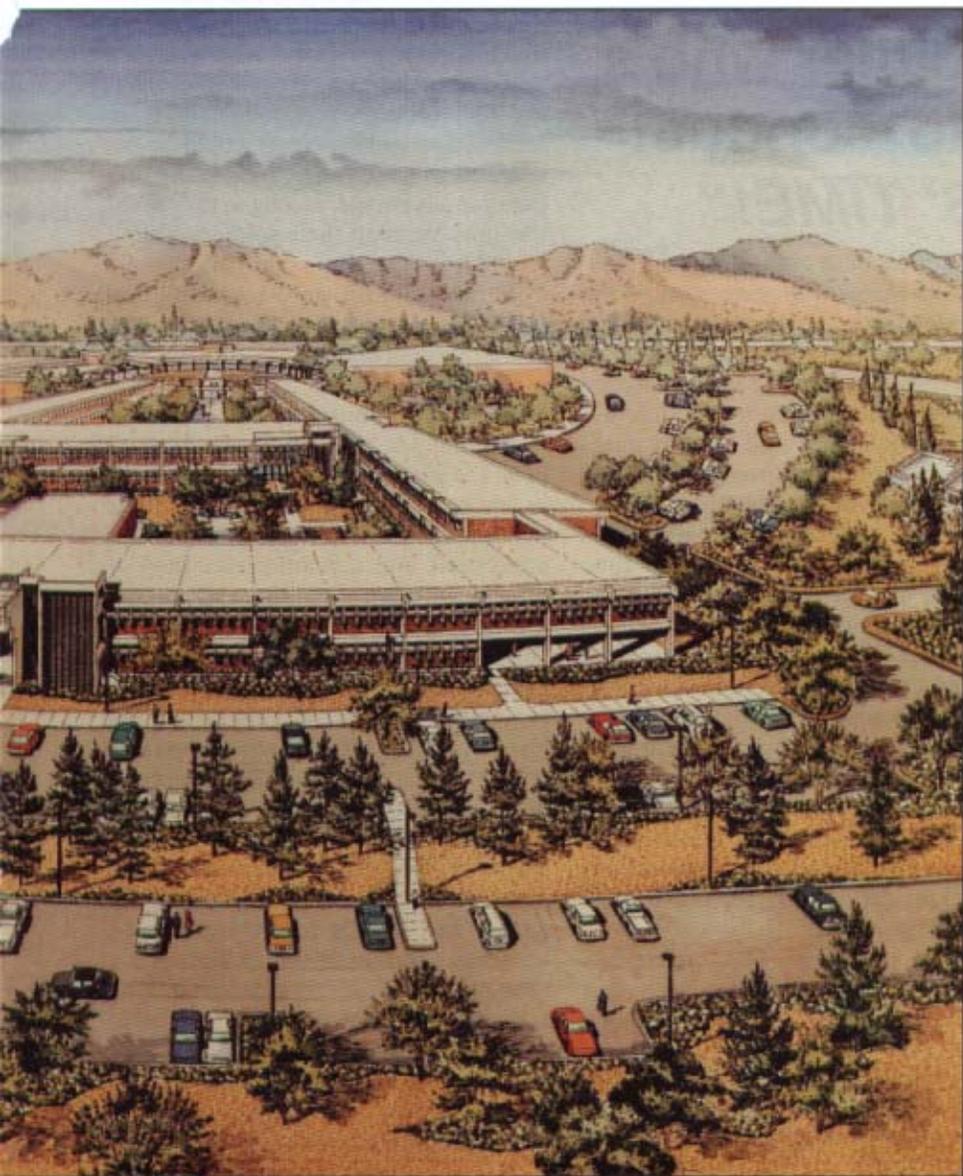
"Eventually, we'll link the battle simulation center with the classrooms where students can do their 'wargaming,'" she added.

Such state-of-the-art technology likely means the death of the traditional plastic graphics on the overhead projector as well as the small-screen TV in the corner broadcasting the hard-to-see training video. The live board provides a larger viewing area, elevated for all students to see without difficulty.

"With the use of the live boards, there will be a lot more automated lesson delivery," Becker noted.

With students linked by technology and physically consolidated in one building, the way has been paved for an even greater learning experience, the school's commandant said. "The investment the Army's made in the wing and its simulation center shows a tremendous commitment on behalf of the Army's senior leadership to sustain and enhance this capstone institution for NCOES," Jordan added. "This allows us to be active participants in developing the training processes which have to grow with technology in the 21st century."

*Abrams is senior journalist for The NCO Journal.*



### **Top-driven micromanagement**

While the responsibility of a unit's program is often delegated, senior leaders invariably insist on maintaining stringent controls. While keeping the appearance of being "in charge," such an approach to training management wears away the self-confidence of junior leaders because they're prevented from practicing their leadership skills. Examples of micromanagement are legion. Section leaders, usually the junior-most in the "training chain," are commonly required to submit detailed plans projecting training for up to two months in advance. Not infrequently, these plans are disapproved because they either don't reflect the commanders' training philosophy or else they don't conform to the unit's training objectives. FM 25-101 declares METL development to be a function of commanders. A unit's METL is derived from a commanders' analysis based on actual war plans and external directives. Why knock the legs out from under an innovative junior leader simply because the commander has been remiss in his or her duties?

That's not all. Often, submitted plans go through absolutely no approval process at all. At times, it appears to be simply a paper drill to give training NCOs more data to enter into the training schedule.

### **Inadequate funding**

Sergeants' time is in the minor leagues compared with Army Training and Evaluation Programs, joint-service maneuvers, REFORGERS, even annual range and firing tables. The bulk of available training dollars flows into these major exercises and justifiably so. By comparison, sergeants' time training scarcely rates any funding. Still, there is a minimal level of financial support necessary to operate any quality program.

### **Insufficient recognition of successful training programs**

Of course, sergeants' time is not so poorly run in some units. And there are many instances of real and sustained training progress. Unfortunately, these "behind-the-scenes" successes remain there, behind the scenes. Appropriate recognition is one of the keys to any successful training program. Conversely, in-

sufficient or nonexistent recognition destroys effort and rewards indifference.

There *are* some steps we NCOs can take to improve local training programs.

### **Intensify the unit-level awards program**

Increase NCO involvement in the military awards process at the command and unit levels. Encourage timely and appropriate recognition for all types of professional achievements. Every person — soldier or civilian — with knowledge of the circumstances meriting an award, is authorized by regulation to submit a recommendation. Why should this privilege rest only upon supervisors' shoulders? The awards climate must change.

### **Commands must be more aggressive at unit recognition**

ARTEPs, REFORGERS and FIXs are environments in which commands take particular notice of a unit's performance. Let's elevate sergeants' time to the same level. Demand excellence from subordinate units, go out and observe their training in progress, review their collective qualification records and reward every instance of accomplishment and improvement.

### **Commanders and NCOs should make every effort to find dollars to improve their programs**

Examine your budget. Look at the possibilities of unit funds, donations, grants, even soldier initiative. Major expenditures aren't necessary. Small projects like classroom supplies, guest speakers and audio-visual equipment will go a long way toward increasing unit morale and enthusiasm toward training.

### **Every sergeants' time program in the Army should be NCO-planned, NCO-managed and NCO-executed**

Redefine the battalion and brigade policies. Provide a "broad scope" of guidance to NCOs. Allow them ample room to maneuver within that guidance. For example, in many TDA units, it's not unusual to find NCOs who don't supervise anyone. Still, they're required to participate in sergeants' time, which for all practical purposes replaces the NCO Development Program. However, ser-

geants' time and NCODP are fundamentally different in concept and substituting the former for the latter is unwise.

### **Countermand all requirements for sergeants to submit training plans projected out for weeks**

This is not to say sergeants shouldn't plan their training, just cut out the bureaucratic waste. Instead, have them submit after-action reports that actually serve a constructive purpose. When leaders take an interest in them, units will see their training improve.

### **Squash everything that looks, sounds or smells like micromanagement**

Require NCOs to self-manage their programs. Give them an opportunity to either excel or crash and burn. In most cases, they will surpass expectations. If they fail, replace them, counsel them, but don't put a bridle on the whole NCO Corps because of a few bad apples.

These are ideas that *should* work, but rarely do — for reasons that vary from unit to unit. Sometimes they fail because they aren't well-planned, other times they're just discarded too soon. But perhaps the biggest reason for the failure of common-sense ideas like these is traceable to the NCO Corps itself. Too many of us are satisfied with mediocrity. We're happy to let our commanders run our business while our central efforts consist of complaining. More of us need to march into our orderly rooms announcing, "I've got a suggestion," then be well-prepared and seek the authority necessary to carry it out.

Finally, most instances of superficial commitment will disappear when these other problem areas are addressed and more NCOs advance to be recognized. Nothing invites participation more than pride in a job well done in an atmosphere of professionalism and sterling performance. More senior NCOs will participate, not because it's mandatory but because they will want to be identified with excellence.

To all NCOs who want to see their sergeants' time training improve, the challenge is, "Make it so." ■

*Howard is with the Communications Systems Evaluation Team, Technology Integration Center, Ft. Huachuca, AZ.*

# More New Soldiers... No Additional Resources

## An AC/RC Strategy to Accomplish the Mission

By COL F. L. Hagenbeck,  
MG Joe N. Ballard  
and MG Thomas Sabo

**G**rowth in an environment of declining resources is a fact of life throughout the Army, no less so in TRADOC. One area of major growth is the number of new soldiers, or Initial Entry Trainees (IETs), needed to fill our ranks. TRADOC projects a 24,000 increase from the Army's FY 95 60,000 IETs, to 84,000 in FY 96. The Army in FY 97 requires more than 90,000 new soldiers. We propose a solution that expands the training base to accommodate increases by better integrating the Reserve Division (Institutional Training) in the overall training strategy.

Our strategy to accomplish this mission is the Training Base Expansion (TBE). The TBE concept of adding Reserve Component (RC) personnel to AC Basic Combat Training (BCT) battalions during peak training periods is easily transferred to any periods of AC structure shortfall.

These peaks, or surges, usually occur during the summer months, but increasing numbers of new troops may cause temporary, or long-term AC shortfalls. Keeping the AC structure in place year round to train at peak summer loads is inefficient at best. Increasing the AC structure to match increasing loads diverts personnel from the warfighting force.

The TBE allows BCT units to employ an AC/RC cadre mix to enhance the production of quality IET graduates based upon:

- Predictable systems
- Continuity of standards
- Developing an indistinguishable AC/RC mix

Historically, the RC endeavored to help the Army Training Center (ATC) commander train IET soldiers. Pro-

grams like Protrain-AC core cadre created by elimination of AC training battalions provided continuity for RC battalions to conduct an eight-week BCT cycle. Mobilization Army Training Center (MATC) also conducted IET training under the supervision of the AC. Both programs, although valuable in their day, require too many AC personnel for our 21st-century Army.

Reliance on the RC is increasing throughout America's Army. There are certain limitations on their use, however. Of particular concern is their availability for only two weeks during Annual Training. This artificial limit reduces, on average, the quality of the drill sergeant contact time with trainees. This is not an RC-unique situation, as even experienced AC drill sergeants transferred to a new company require transition time before they are fully functional. We aren't implying the RC drill sergeants are inexperienced or not proficient, but that the new drill sergeant doesn't have the same credibility with the trainees as those who started on day one.

Functioning drill sergeants are important as new soldiers transition into a strange and unfamiliar environment. The metamorphosis (soldierization) of civilians into soldiers occurs not only on the ranges and training areas, but in formations and billets. Drill sergeant contact time is a key factor in soldierization — a key element in the successful conversion of civilians into soldiers. Earlier strategies recognized that the constant turnover of RC drill sergeants every two weeks impacted adversely on the IET soldier. The TBE concept works to moderate drill sergeant turnover by having only one RC drill sergeant per platoon.

TBE creates additional companies across a training brigade by integrating AC/RC cadre in participating battalions without adding additional AC person-

nel. For example, the commander creates another company within a battalion and designates it as the TBE company (see fig. 1). RC provides the command and control (commander and first sergeant), with an AC XO/training officer providing continuity. Eight AC drill sergeants from the battalion form the core of the TBE company (two per platoon). Four RC drill sergeants (one per platoon) round out the TBE company. The remaining eight RC drill sergeants backfill the positions vacated by the eight AC or RC personnel (see fig. 2).

During the eight-week BCT cycle the RC personnel change out every two weeks. Spreading RC drill sergeants across the battalion reduces the impact on IET soldiers by not concentrating them in a single company. New soldiers experience four RC drill sergeants in their platoon during the cycle — not twelve. More important, they see the same two AC drill sergeants for the entire eight weeks. This provides more stability for soldiers as they strive to meet graduation standards.

The TBE strategy also addresses the issue that RC cadre require training; and it accounts for this training because it parallels our doctrine: train as we fight/support. While the future is difficult to predict, wartime mobilizations may see RC drill sergeants used as individual replacements before RC units replace entire AC organizations. History shows that it is a rarity when an RC unit goes to AT with the same faces that have trained together in the preceding 12 months. Companies who experience steady personnel changes throughout the year or have personnel who must use their two weeks for institutional training (NCOES) rather than unit AT face many training challenges.

Integrating the RC with the AC in the TBE provides a more robust environment for individual training. The RC personnel are not flies on the wall and must be able to pull their own weight in order for the TBE company to be suc-

## E Company Organization Chart

### E COMPANY



Figure 1

### A-D COMPANY



Figure 2

standard in use by the "Army Standard" and not a local standard not found in any POI.

Merging the RC with the AC saves resources, expands the training base in peacetime and prepares the base for a massive expansion in a crisis response environment. Replacement of individual AC soldiers at the ATCs during times of crisis is a realistic RC role. The TBE concept provides an excellent means to train for that mission. This strategy supports the "train as we fight" principle.

The TBE strategy makes sense, from a TRADOC perspective all the way down to the newest soldier. The MA-COM level adopts a viable, resource-neutral strategy that supports doctrine, and accomplishes the mission. Army Training Centers can train the increased numbers of IET soldiers by employing an expandable structure. RC personnel are key contributors — training soldiers while reducing their own learning curve through the indistinguishable mix of AC/RC personnel. Most importantly, new soldiers train to standard with minimal changes to conditions — they have a level of continuity with the most important people in their Army lives — drill sergeants, their trainers and standard bearers.

As the number of new troops expands over the next two years, we are reshaping ourselves to maximize our declining resources. Just as TRADOC Pam 525-5 outlines the conceptual framework for our strategy, so we must address our strategies at the Army Training Center (ATC) level. We must meet the commander's intent of continuing to provide our soldiers with rigorous, performance-oriented training at a time of dwindling resources. We must take near-term action to ensure excellence remains the core of our training. The Training Base Expansion (TBE) is a key strategy in accomplishing that mission. ■

*Hagenbeck is chief of staff, 10th Mountain Div, Ft. Drum, NY. Ballard is chief of staff, TRADOC, Ft. Belvoir, VA. Sabo, now retired, was commander, 98th Div, (Tng), Army Reserve, Rochester, NY. When this article was written Hagenbeck was commander of 3d Tng Bde, USA Engineer Ctr, Ft. Leonard Wood, MO, and Sabo was commanding general of USA Engineer Ctr and Ft. Leonard Wood.*

successful. RC drill sergeants must receive the same opportunities to step in front of trainees as their counterparts. Battalion commanders with TBE companies provide take-home packets with individual and unit assessments and evaluations. This feedback is key in maintaining the RC unit training focus for the rest of the year.

Crossleveling within the RC company is not a problem in the execution of the TBE mission. Immediately upon receipt of the TBE mission, RC company commanders identify their resources. During the preparation phase, which can last up to nine months, they coordinate for resources, often at the brigade level. Commanders at all levels conduct training sessions and meetings with all parti-

cipants in the TBE. Communications and coordination continue during the execution phase. A successful TBE requires that all RC and AC personnel be totally familiar with each other, and all training tasks during their rotation.

An excellent way to foster familiarity is with Mobile Training Teams (MTTs), small groups of AC soldiers, usually commanders, senior NCOs and drill sergeants who travel to the RC location to verify training standards and conduct face-to-face coordination. Reverse MTTs are small groups of RC soldiers who travel to the ATC for the same reasons. Long-term habitual relationships would decrease, although not eliminate, the need for MTTs. To ensure consistency and quality, it is essential the training

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# COMBAT

## PAC Supervisor

By MSG David W. Musgrove

The most challenging position I've held during my 18 years in the Army is PAC supervisor with a rapid deployment infantry battalion stationed in Berlin, Germany. I served in the 5th Bn, 502d Inf ("STRIKE HARD") from December 1990 to November 1993. In the S-1 we were faced with mountains of paperwork, correspondence, evaluation reports and awards that had to be processed in a timely and accurate manner. There were also numerous strength reports and an abundance of administrative tasks that we prepared for the command and the soldiers assigned to the battalion.

The mission of the 5-502d Inf was to be prepared to conduct contingency operations as a U.S. Army Europe Quick Reaction Force in the European command area of responsibility. During the mission cycle, the first company and Battalion Tactical Actions Center (TAC) were to be airborne within 18 hours after notification. The remainder of the battalion would follow within 48 hours.

In the field environment, the PAC supervisor is vital in assisting the battalion S-1 in preparation for combat. Although our battalion never deployed out of country, we trained constantly. In my three years assigned to the 5-502d Inf, we made more trips to the Combat Maneuver Training Center (CMTTC), Hohenfels, than I can remember. While keeping training focused as our number one priority, maintaining the administrative side of the house was a big challenge. This takes planning and teamwork of all soldiers who work in the S-1.

Understanding the PAC supervisor's responsibilities and techniques is imperative for success at the CMTTC and during actual deployments.

By personnel doctrine, the S-1 is second in charge of the Combat Trains after the battalion S-4. Soldiers assigned to the S-1 and S-4 work together in the Combat Trains and Field Trains in a battalion task force. In the "STRIKE HARD" Battalion, the NCOs played a vital part in planning and executing many aspects in moving the unit to the training area, conducting training and moving back to home station. During deployments, the S-1 section was split into three parts. Some of the soldiers worked in the Combat Trains, while others worked for the HHC commander at the Field Trains. At least one soldier stayed in Berlin for rear detachment duties to deliver mail and distribution to the field.

Note: Although PSS doctrine states that the PAC supervisor should work in the Field Trains and the PSNCO in the Combat Trains, our battalion preferred another method. The reason? If the S-1 is absent, the PAC supervisor (in the Combat Trains) can take over his functions without waiting for a vehicle to bring him forward from the Field Trains.

When the S-1 and S-4 went to the TOC (Tactical Operations Center) to plan for the next operations, the NCOs from the S-1 and S-4 were in charge of the Combat Trains. The PAC supervisor was in charge of the Combat Trains Command Post (CTCP). The S-4 NCO-IC was responsible for the security of our little piece of Hohenfels ("the box"). When the officers were at a briefing, the PAC supervisor oversaw the minute-to-minute operations of the Combat Trains

Command Post and, if required, "jumped" the CTCP to another location in preparation for the next mission.

To understand the PAC supervisor's responsibilities in the maneuver battalion, attending the Battle Staff NCO Course is a must. According to doctrine, the S-1 has the overall responsibility in executing seven very important personnel functions. However, at the Combat Trains, the PAC supervisor's main concerns are replacement operations, strength management, personnel and strength reporting and casualty management. All soldiers in the PAC must be cross trained during "Sergeants' Time," so they execute a variety of tasks in the Combat or Field Trains Command Post (FTCP). Soldiers assigned to the S-1 must be trained in supply functions in case a member of the S-4 is absent. The PSNCO helps the HHC commander and the first sergeant in the Field Trains. His job is the same as the PAC supervisor's, but he has to report all information received by the CTCP to higher headquarters so that replacements and equipment can come forward as soon as possible. The PSNCO also assists the HHC first sergeant in getting replacements on the next Logistics Package (LOGPAC) that would come out to the Logistics Release Points (LRPs) to distribute to the infantry companies. The PSNCO also had the job of running the PAC Rear, processing SIDPERS, awards, evaluation reports, strength reporting, casualty reporting, letters of condolence from the commander, etc.

Before any of the reports can go to the Field Trains and then to higher headquarters, the CTCP must receive and process information from the infantry companies. The key players for CSS in a combat unit are the unit first sergeant and executive officer. These soldiers must send up complete and accurate information, so that CTCP can serve them efficiently. The first sergeant and executive officer operate on the battalion

Admin and Logistics (A&L) net and transmit reports to the Combat Trains. This information is processed and sent to the Field Trains via the A&L net. An accurate DA Form 1594 (Staff Duty Journal) is imperative for keeping a historical record of events that transpire during the day. The PAC Supervisor must set up the CTCP in an efficient manner to log in, process and control the casualty reports, logistics requests, etc., as well as track the battle over the Command Net.

One area that can get sticky is correctly filling out the DA Forms 1055 and 1056 (Casualty Feeder Card and Casually Witness Statement). These two cards must be filled out on the battlefield where the soldier was either wounded or killed. These forms must be filled out correctly and accurately before being sent to the Combat Trains. The Observer/Controllers check these cards for accuracy to verify the number of casualties that have come through the Combat Trains. These cards are then sent by messengers or on the LOGPAC back to the Field Trains (processed there) and sent higher. If these two important cards are not filled out correctly, the soldier does not come back on time as a regular replacement.

Training to fill these cards out properly by all soldiers is of the utmost importance. In real life situations, the wrong information will get passed to brigade or not at all, causing the soldier's family immense grief. Training for all soldiers must be conducted during "Sergeants' Time" on the proper way to fill out all documents. This training will assist the CTCP in the overall operations of casualty reporting and replacement tracking.

A CTCP SOP can provide an outline on setting up internal operations, establish reporting procedures to the FTCP and establish user-friendly report formats. The CTCP SOP must cover such topics as responsibilities for security, CTCP setup, positions of vehicles within

the perimeter and a sleep plan. This SOP is essential in running an airtight operation in the field.

Producing the FLAT (Forward Logistics Assistance Team) SOP is also important for setting up procedures to resupply the front line troops and collect mass casualties after the battle. An airtight system must be in place, so that when the battle is over, the trucks in the support platoon are rolling toward the soldiers who have taken the objective. Replacing the companies before the enemy has time to prepare a counterattack is paramount. Once the companies are supplied, they can continue their advance.

The CTCP works out of a HMMWV. One or two soldiers from the S-1 and S-4 sections man the vehicle, monitor the radios and track the battle. The Combat Trains is a small but very essential element in a Task Force. The Combat Trains consists of a few soldiers from the S-1 and S-4, usually two to four mechanics, two commo soldiers and the Battalion Aid Station. Security for the CTCP is imperative.

One way to improve efficiency in casualty reporting is placing one of the S-1 clerks at the Battalion Aid Station. This enables the PAC supervisor to gather information (battle roster numbers and casualty status) and quickly forward information to the Field Trains. The faster the information is processed, the faster the replacements will return to their units. Once again, I stress the need for speed and accuracy in strength reporting and personnel accountability.

Replacement operations are crucial on the battlefield. Replacement operations must be coordinated so replacements arrive in a timely manner to their companies. The mission of the Combat Trains is to keep the companies from having to look behind them or wonder when the next replacements, Class I, Class III or Class V will arrive. The PAC supervisor must coordinate with his PSNCO and the HHC first sergeant in the Field Trains to determine when to bring the replacements forward. During

our operations, replacements came twice a day (morning and evening) on the LOGPACs. The unit first sergeants pick up their soldiers at the LRPS when the LOGPAC drops them off. Replacements can also come forward by individual vehicles bringing supplies up to the CTCP. These soldiers could stay for any length of time, especially if a company is engaged in a "fight." Tents and cots must be available for these soldiers. (A source of heat for the infantry soldier is always welcome). If these soldiers stay more than a couple hours, they are incorporated in the security plan (a welcome rest comes to the S-1 and S-4 soldiers who usually pull security).

The way the battalion commander knows his "foxhole strength" is through strength management. The S-1 allocates replacements per the commander's guidance for the next battle and decides any future requirements for filling a unit. The S-1 uses the personnel estimate during the orders process. The S-1 informs the commander on his "best guess" as to the losses the unit may suffer during the next operation. During and after the battle the PAC supervisor and his soldiers track how many casualties come through the Combat Trains. They also track the number of replacements that come up from the rear area. In this way the PAC supervisor, the S-1 and the commanders know the fighting strength of the task force at all times.

Personnel Accounting and Strength Reporting includes timely and accurate accountability of the soldiers on the battlefield. The PAC supervisor in the CTCP only concerns himself with hasty manual reporting. Battle rosters are distributed to all combat units in the field, the CTCP and FTCP. Two battle rosters are essential to the performance of the CTCP. In the thick of battle, the unit first sergeant or executive officer may call over a soldier's last name, casualty condition, etc. They may not have

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their battle roster number on hand at the time. Having a "by-name" battle roster as well as a "by-number" battle roster is critical for speed of reporting casualties higher. The S-1 Rear in the FTCP has automated capabilities with the TACCS to reconcile automated personnel information.

The CTCP must receive a personnel report twice a day. The unit first sergeant or executive officer transmits this information over the A&L net or by hard copy when they come in for the LOGPAC. This report is commonly called the "RED Report." The STRIKE HARD Task Force had their own name, which was the "Eagle Report." This information is kept on file at the CTCP so that the PAC supervisor knows the fox-hole strength of the companies as the battle runs its course. One thing the PAC supervisor cannot forget is the specialty platoons, such as the engineers, air defense, MPs, and armor attachments. The task force attachments ("slice") elements are equally important in that the battalion commander needs to know their strength also. They are part of the task force and not to be ignored or forgotten.

The CTCP must let the battalion commander know immediately when a key player is lost. A key player in the task force is any commander, the PA, the S-1, S-2, S-3, S-4, battalion executive officer, battalion CSM or whomever the commander designates.

PSS doctrine states the Personnel Status Report is filled out by the PAC supervisor and forwarded to the Field Trains. The PSNCO collects the data and forwards it to brigade. The Brigade staff and Observer Controllers know who is trying to fudge their numbers because they know who returned to battle and who is still in the Brigade Rear. There must be zero defects in personnel accountability.

Casualty management is one of the most important tasks in the CTCP. Treating casualties at the Battalion Aid Station and transferring them to the Brigade Rear is vital to the success of the unit. Many soldiers can "die of wounds" if left on the battlefield for too long or not treated in a timely manner. The CTCP must track the battle to know where the enemy is, so when a casualty is called over the A&L net, the medics won't be sent into the enemies' waiting arms.

While casualties are being called in, the PAC supervisor must subtract the casualties from the fighting strength. There are times during a fight when the CTCP becomes a chaotic place. As long as it is a controlled chaos, and reports keep going back and forth, the operation will be a success.

One method for maintaining good records while tracking casualties is to record the information in columns by battle roster number, last name, PMOS, type of wound, unit and where the soldier currently is (in the CTCP or FTCP). The S-1 clerk in the Battalion Aid Station keeps track of this data and passes it to the PAC Supervisor. This list verifies information passed from the units over the radio and who actually shows up for treatment.

Tracking destroyed vehicles and equipment is equally important. When a unit calls in that a vehicle or a piece of equipment has been battle damaged, you must obtain the type of vehicle/equipment, bumper number, grid coordinates, time that the vehicle/equipment was damaged and what actually happened to it (land mine explosion, artillery fire, etc.). Giving the information to the mechanics, the S-4, the FTCP and the observer controllers ensure the vehicle or the equipment will be repaired or replaced within an acceptable time period.

Battle tracking is vital. Even though the PAC supervisor is monitoring radios, keeping casualty information, strength accounting and watching the perimeter the battle must be tracked. If the Battal-

ion TOC is destroyed or loses radio communications, the CTCP must take over. Thus the S-1 and S-4 become the battalion's S-2 and S-3. Monitoring the command net is a must. Tracking the enemy and friendly movements on your map in the CTCP is a must to be successful during battlefield operations.

The CTCP is the cornerstone of all logistical support on the battlefield. The job of the CTCP is to keep replacements, ammunition, food and supplies up front, so the infantryman doesn't have to worry about anything but the enemy. Both the PAC supervisor and the S-4 NCOIC must know about the S-1's personnel functions and casualty reporting. All S-1 soldiers in the CTCP and FTCP must be briefed on every mission. Keeping all soldiers in the CTCP and the FTCP trained and cross-trained ensures mission accomplishment and survival of all soldiers in the task force.

The PAC supervisor is an important player to the success of the task force. Officers cannot overlook their valuable experience and expertise. If you're being assigned to a maneuver battalion, train up on the seven critical battlefield tasks and make sure you attend the Battle Staff NCO Course at Ft Bliss, TX. Read TC 12-16 (The PAC Supervisor) for more detailed information of what is expected of you in the position. It will benefit both you and the unit. Training, prior planning and teamwork help ensure the success and survival of the CTCP. ■

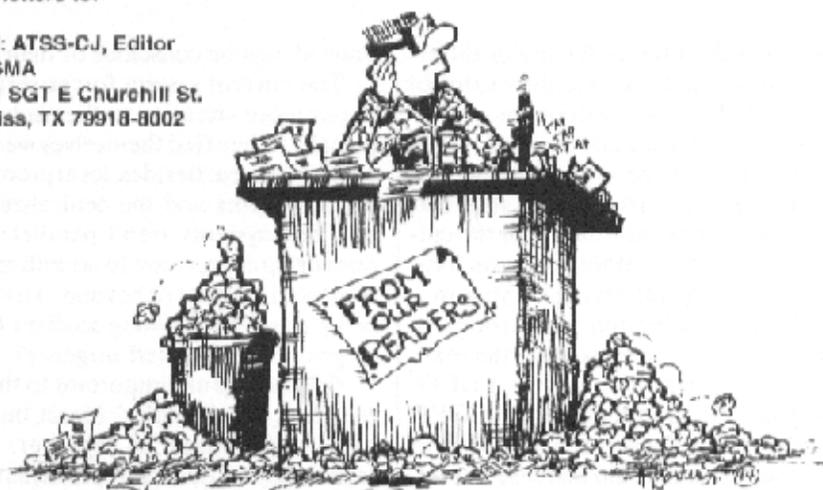
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*Musgrove is the Operations NCOIC, Seventh U.S. Army, Grafenwoehr, Germany.*

## Letters to the Editor

Send letters to:

CDR  
ATTN: ATSS-CJ, Editor  
USASMA  
11291 SGT E Churchill St.  
Ft. Bliss, TX 79918-8002



### Focus on job at hand to obtain promotion

There's been much talk and letters written about what it takes to get promoted. It seems there are many NCOs who have advancement at the forefront of their priorities. Upon seeing these letters and hearing complaints about the promotion system, I think back to my days as a private at Ft. Stewart.

I remember overhearing SSG Harris counseling a young soldier who was voicing his concern about not receiving an award that he thought was deserved.

I don't recall the complete conversation, but one phrase sticks in my mind. SSG Harris used the quotation, "Without fear, favor, or hope of reward." That is really how we NCOs are supposed to perform, isn't it? We NCOs are in this for the soldiers, to fight and win on the battlefield. When not engaged in combat, we are to train our soldiers to fight and by doing that, to save lives.

It seems trivial to me to worry about whether I am promoted to sergeant first class next year or the year after. Can't I be an effective NCO at any rank? I do what I can to improve myself, to ensure my records are in order and to let my focus be on soldiers.

I repeatedly tell my soldiers:

*Right now you are an ammunition specialist and until something changes your position you should be the best ammunition specialist that you possibly can. Why? Self pride alone should be reason enough.*

This self pride that we as NCOs can build spills over into unit pride and pride

in the Army. It molds soldiers who are more concerned about doing the right thing than worrying about when the next promotion or award will come.

Recently I was told by one of my young NCO students, "I want to be like you." That reward was and is more important to me than any promotion.

*SFC Steven E. La Haine  
Ft. Sill, OK*

### Army needs soldiers willing to exceed the standards

This is to everyone who is whining about the promotion system. I have read a lot of articles sent in by NCOs who think the system is unfair to certain MOSes.

Well, the system is the way it is for a reason. The PT portion is there to make NCOs set the example for the younger soldiers. Just think what a soldier must think if he can max all PT events and he sees another soldier get promoted when he can only do the minimum on a PT test.

On the same note, if your leader can't shoot his weapon with maximum efficiency, would you want him covering you?

The Army needs soldiers willing to exceed the standards, rather than just meet the standards! And all of these so-called "quality soldiers," if they really want to stay in the military, they can get into one of the understrength MOSes and make the rank they deserve.

Combat MOSes do have an easier

time getting promoted, as they should. Combat soldiers give up a little more than the average soldier. They don't have the time to get all the college that some other soldiers get. They also seem to be a little more professional than other soldiers that I have seen in the military. So if you think the promotion system is unfair where you are, come join the gang in combat arms and just see how "fair" it really is.

*SGT Peter J. Thompson  
Camp Howze, Korea*

### Photo displays mustache not IAW AR 670-1

The articles in your magazine are very informative and up-to-date. However, I feel you displayed a very poor image of an NCO in a photo in the article "Leadership Development, A Top NCO Priority for NCOES," (Winter 95-96) that shows an NCO wearing a mustache that is not IAW AR 670-1.

As important as the article is, the person in this photo is a total distraction. Being a former drill sergeant and a senior NCO, I feel we are the bearers of standards. This NCO is not living up to those standards. I also assume this person is supposed to be an instructor. In the same edition of your magazine is a letter talking about a photo of soldiers being photographed with their hands in their pockets.

If we're going to photograph members of the military, we must ensure they are IAW with our regulations.

*SFC Jesse Davis  
HHC Garrison Command  
Ft. Leonard Wood, MO*

*(Point well taken, SFC Davis. We promise to be more careful in the future. Ed.)*

### What "Backbone of the Army" really means

As I was reading the "NCO Creed," I began to analyze the term "Backbone of the Army." I broke down my thoughts, put them on paper and realized, *that's what it's really all about.*

I wondered if other NCOs see it

in the same way I do?

*The Noncommissioned Officer  
Backbone of the Army*

*The backbone by itself cannot stand...you will need a couple more ingredients...*

1. In order for the backbone to function, you will need "muscle" to support it (Physical Fitness).

2. In order for the backbone and the muscle to gel together, you will need "guts" (Courage).

3. In order for the backbone, the muscle and the guts to work as one, your most important ingredient is "brains" (Intelligence/common sense/education).

4. When all the ingredients are combined and are in "sync," then and only then do you have the complete NCO.

CSM James A. Gates  
Arizona Army National Guard

### SSG promotion system needs improvement

The current SSG enlisted promotion system doesn't take into account the NCOs who take care of their soldiers, have tough demanding jobs and are out front leading the way.

A better system would incorporate the local promotion board and centralized DA selection board techniques. I feel the following two-step promotion system would improve the current system:

Step 1. Sergeants would be required to appear before a local promotion board, as it currently stands. If the sergeant is recommended by the board for promotion, he/she will then be added to the eligible list for promotion.

Step 2: Use historical data; when sergeants attain at least 90 percent of the average promotion points for their MOS, their packet would then be sent to a centralized DA selection board. Promotion to staff sergeant would then take on the same process as that for senior NCOs. This way, the Army is looking at the top 10 percent of the sergeants in their MOS.

The difference between being a sergeant and a staff sergeant is enormous. There should be a system that separates

the two ranks. One of the major differences in the ranks is Retention Control Points (RCP) versus retirement.

Here we have a perfect paradox: On one hand you have a promotable sergeant, working hard to make staff sergeant by meeting the criteria for the cutoff system. On the other hand you have the same sergeant trying to stay in a tough, demanding job with troops to make sergeant first class down the road.

This is evident in the current NCOER system. In my opinion, the NCOER is underutilized for sergeants (E-5). This proposed system would increase the value of the NCOER for sergeants. Our promotable sergeants are, among the group of other NCOs, on the front line every day making it happen. They not only have to compete with other promotable sergeants via the cutoff scores, but

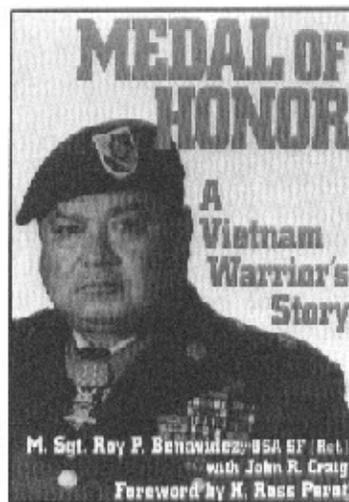
must always be conscious of their RCP.

The current system forces sergeants to pay more attention to themselves, especially if they find themselves weak in a particular area. Besides, local promotion board systems and the centralized DA selection systems aren't parallel. What does firing expert have to do with making sergeant first class or beyond? How does being out front training soldiers help a sergeant to make staff sergeant?

Both things are important to the "Total Army, Total Soldier" ideals, but work best when looked at together. Being technically and tactically proficient along with taking care of soldiers should be factors that lead to staff sergeant and beyond.

SGT Shedrick C. Davis  
Fl. Leavenworth, KS

## Book Reviews



MSG Roy Benavidez is a true American hero in the vein of Alvin York and Audie Murphy. A poor middle-school dropout and former migrant farmworker, he overcame tremendous obstacles to receive this country's highest military award, the Medal of Honor.

"Sergeant Benavidez's gallant choice to join voluntarily his comrades who were in critical straits, to expose himself constantly to withering fire, and his refusal to be stopped despite numerous severe wounds saved the lives of at least eight men. His fearless personal leader-

ship, tenacious devotion to duty, and extremely valorous actions in the face of overwhelming odds were in keeping with the highest traditions of the military service and reflect the utmost credit on him and the United States Army." With these words, President Ronald Reagan placed the Medal of Honor around his neck.

A half-Yaqui Indian, half-Mexican orphan, he overcame the bigotry that existed at that time in South Texas to serve with the Army's elite Airborne and Special Forces units. He overcame physical obstacles equal to the psychological ones. After being seriously wounded and told he would never walk again, he proceeded to prove his doctors wrong.

His story serves as an inspiration to all who aspire to be all they can be, both in terms of military service and service to one's fellow man.

Benavidez is one of America's most popular motivational speakers and youth role models, appearing before audiences at schools, veterans' organizations and major corporations.

"Medal of Honor, A Vietnam Warrior's Story" was told to John R. Craig and was published by Brassey's, Washington and London. The 204-page hardback book sells for \$23.95.

# WE NEED HELP!

The first line of the Creed of the Noncommissioned Officer — “No one is more professional than I” — could easily be changed to “No one is more anonymous than I” when referring to the Creed’s author. In recent weeks *The NCO Journal* has received several letters and phone calls asking about the origin of the words that every NCO memorizes, starting in the Primary Leadership Development Course and which forms the sinews for the backbone of the Army. Our investigation into the creation of the document has come up empty-handed. For whatever reason, the person who wrote the Creed has unjustly slipped through the cracks of history. So, we’re turning to you, the reader. If you have evidence of the Creed’s original author (or authors) or the circumstances under which it was originally composed, please write or call *The NCO Journal* at DSN 978-568-9068/9069 or Commandant, ATTN: ATSS-CJ, Editor, USASMA, 11291 SGT E Churchill St., Ft. Bliss, TX 79918-8002.



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## ***"Welcome to the Army, Private!"***

The drill sergeant looms large in the minds of many soldiers. As the first NCO that freshly-shorn recruits encounter, the man or woman in the "Smokey Bear" hat has a major impact on countless military careers. *The NCO Journal* will devote a portion of an upcoming issue to the men and women "on the trail." As part of that tribute, we'd like to hear from you regarding your memories of your drill sergeant — both the nightmares and the fond recollections. Is there a particular incident that sticks in your mind? Is there a lasting lesson learned during basic training? Have you encountered your drill sergeant later in life? Whether you're the Army's newest private or the oldest command sergeant major, we want your...

### ***DRILL SERGEANT TALES***

Keep it short (less than two typewritten pages), but lively (lots of colorful descriptions). Include your name, rank, address, phone number and current duty station. Send your anecdotes to:

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**The NCO Journal**